

STREET AND SIDEWALK MAINTENANCE STANDARDS ANNUAL REPORT FISCAL YEAR 2013-14



CSA Project Team

Peg Stevenson, Director
Sherman Luk, Project Manager
Julia Salinas, Performance Analyst II
Ryan Hunter, Performance Analyst II
Celeste Berg, Performance Analyst I



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CITY SERVICES AUDITOR

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

The audits unit conducts financial audits, attestation engagements, and performance audits. Financial audits address the financial integrity of both city departments and contractors and provide reasonable assurance about whether financial statements are presented fairly in all material aspects in conformity with generally accepted accounting principles. Attestation engagements examine, review, or perform procedures on a broad range of subjects such as internal controls; compliance with requirements of specified laws, regulations, rules, contracts, or grants; and the reliability of performance measures. Performance audits focus primarily on assessment of city services and processes, providing recommendations to improve department operations.

We conduct our audits in accordance with the Government Auditing Standards published by the U.S. Government Accountability Office (GAO). These standards require:

- Independence of audit staff and the audit organization.
- Objectivity of the auditors performing the work.
- Competent staff, including continuing professional education.
- Quality control procedures to provide reasonable assurance of compliance with the auditing standards.

The City Services Auditor (CSA) Charter Amendment requires that CSA work with the Department of Public Works (SF Public Works) to establish objective standards for street and sidewalk maintenance, and that CSA issue an annual report on performance under the standards. This report provides the results of fiscal year (FY) 2013-14 evaluations completed between July 1, 2013 and June 30, 2014.

EXECUTIVE SUMMARY

PURPOSE OF THE REPORT

The City Services Auditor Charter Amendment requires that the Controller's Office and SF Public Works develop and implement standards for street and sidewalk maintenance. The Charter Amendment mandates that the City Services Auditor (CSA) issue an annual report of the City's performance under the standards.

This report provides an overview of the standards, highlights the results of evaluations conducted in FY 2013-14, and includes recommendations to improve the City's work in this area.

HIGHLIGHTS

- The City's contracted evaluator, JBR Partners, Inc., conducted 366 evaluations in FY14, across 184 routes.
- Evaluation standards were revised in response to the 2011 Street and Sidewalk Perception Study, notably to add two new odor standards. Over 90% of residential and commercial streets evaluated passed the new odor standards.
- Besides odors, standards with best average scores included residential sidewalk litter, Public Works graffiti, trash receptacle fullness and integrity, and tree clearance and appearance.
- Most frequent problems included tree cleanliness, graffiti on public surfaces maintained outside of Public Works, and feces/needles/condoms. Commercial corridors in particular struggled with graffiti and cleanliness around trash receptacles.
- Residential routes generally score higher than commercial routes, with the exception of tree-related standards.



RECOMMENDATIONS

In response to these findings, CSA recommends that SF Public Works should:

1. Include street evaluation results in SF Public Works program planning and communication with external stakeholders.
2. Assess the causes of most frequent problems and explore options to address them.

TABLE OF CONTENTS

Page ii

| | |
|--|-------|
| BACKGROUND | 1-2 |
| STREET AND SIDEWALK EVALUATION RESULTS | 3 |
| STANDARD 1.0 STREETS CLEANLINESS | 4 |
| STANDARD 2.0 SIDEWALK CLEANLINESS | 5-8 |
| STANDARD 3.0 GRAFFITI | 9-10 |
| STANDARD 4.0 TRASH RECEPTACLES | 10 |
| STANDARD 5.0 TREES AND LANDSCAPING | 11-12 |
| RECOMMENDATIONS | 13 |
| APPENDIX A: DETAILED METHODOLOGY | 14-15 |
| APPENDIX B: EVALUATION STANDARDS DETAILED DESCRIPTION | 16-18 |
| APPENDIX C: SAMPLE EVALUATION FORM | 19 |
| APPENDIX D: EVALUATION ROUTE DIAGRAM | 20 |
| APPENDIX E: SF PUBLIC WORKS WORK ZONE MAP | 21 |
| APPENDIX F: EVALUATION ROUTES | 22-27 |
| APPENDIX G: SF PUBLIC WORKS MAINTENANCE RESPONSIBILITIES | 28 |
| APPENDIX H: SF PUBLIC WORKS MAINTENANCE PROGRAMS | 29-30 |
| APPENDIX I: STATUS OF PREVIOUS RECOMMENDATIONS | 31 |

BACKGROUND

MANDATE

In November 2003, San Francisco voters passed Proposition C, amending the City Charter to mandate that the City Services Auditor (CSA) division of the Controller's Office work with SF Public Works in three ways:

- (1) To develop objective and measurable standards for street maintenance;
- (2) To establish publicly posted street maintenance and staff schedule compliance reports; and
- (3) To issue an annual report on the state of the City's streets and sidewalks as measured by evaluations.

METHODOLOGY AND DATA COLLECTION

SF Public Works contracted JBR Partners, Inc. (JBR) to conduct street and sidewalk evaluations in FY13-14. JBR follows the evaluation methodology described in Appendix A.

Twenty-two quantifiable standards are rated in five different street and sidewalk categories:

- (1) street cleanliness
- (2) sidewalk cleanliness
- (3) graffiti
- (4) trash receptacles
- (5) trees and landscaping

A summary of all the standards is shown on the next page and a complete text of the standards is described in Appendix B. An example form used for the evaluations is shown in Appendix C.

The physical unit of an evaluation is a route. Each route generally consists of five contiguous city blocks, with one side of the street evaluated on each route. Pictorial definitions of the basic elements evaluated - streets, sidewalks, and routes/blocks/100 foot segments - are illustrated in Appendix D.

JBR evaluated a total of 184 routes throughout the City in FY13-14. JBR evaluated each route at least once and provided data on 366 total evaluations to CSA for analysis. 52% of the routes were commercial routes and 48% were residential. JBR evaluated anywhere between 18 to 39 routes within a SF Public Works work zone, with an average of 31 routes evaluated per work zone. Please see Appendices E and F respectively for a map and a list of all the routes evaluated.

Within the twenty-two quantifiable street and sidewalk standards rated, SF Public Works is generally responsible for the maintenance of the streets and its assets located on the sidewalks. Please see Appendix G for SF Public Works' specific maintenance responsibilities.

SUMMARY OF STANDARDS

| Feature | Standard |
|----------------------------------|--|
| 1.0 Street Cleanliness | <p>Streets shall be free of litter and will be rated on a scale of 1 to 3.</p> <ul style="list-style-type: none"> ▪ 1 = Very clean, less than 5 pieces of litter per 100 curb feet examined. ▪ <2 = Acceptably clean (passing), 5-15 pieces of litter per 100 curb feet examined. ▪ 3 = Very Dirty, over 15 pieces of litter per 100 curb feet examined. <p>A final average rating of less than 2 must be attained to meet the standard for the route.</p> |
| 2.0 Sidewalk Cleanliness | <p>Sidewalk shall be free of litter and will be rated on a scale of 1 to 3, as above. A final average rating of less than 2 must be attained to meet the standard for the route.</p> <p>Additionally:</p> <ul style="list-style-type: none"> ▪ 90% of sidewalk shall be free of grime, leaks and spills. ▪ Sidewalk shall be entirely free of illegal dumping. ▪ Sidewalk shall be entirely free of feces, needles, broken glass and condoms. ▪ Sidewalk shall be entirely free of offensive odors from SF Public Works and non-SF Public Works sources. |
| 3.0 Graffiti | <p>100% of the street surface, public and private structures, buildings and sidewalks must be free of graffiti. The following categories are evaluated:</p> <ul style="list-style-type: none"> ▪ SF Public Works public property (street surfaces, city trash receptacles). ▪ Non-SF Public Works public property (street signs, meters, mailboxes, etc). ▪ Private property ▪ Sidewalk surfaces |
| 4.0 Trash Receptacles | <ul style="list-style-type: none"> ▪ Trash receptacle is clean and not overflowing. ▪ No more than 5 pieces of litter in the area around the receptacle. ▪ Structure must have a uniform coat of paint. ▪ Structure must be free of large cracks or damage that affects use. ▪ The door must be closed. |
| 5.0 Trees and Landscaping | <ul style="list-style-type: none"> ▪ 90% of trees, tree wells and planters shall be free of litter. ▪ 90% of trees are free of damage or hanging limbs; no tree is dead. ▪ 90% of tree wells and planters are free of weeds and vines. ▪ 90% of trees with limbs and foliage provide clearance over the sidewalk and street. |

*A detailed description of the standards is available in Appendix B.

STREET AND SIDEWALK EVALUATION RESULTS

| AVERAGE SCORE FOR EACH STANDARD | | | | |
|---------------------------------|---|------------------|---------------------|--------------------|
| | Standards | Acceptable Range | Residential n = 175 | Commercial n = 191 |
| | 1.0 Street Cleanliness | | | |
| * | 1.1 Litter (1 = acceptably clean to 3 = very dirty) | <2.0 | 1.67 | 2.00 |
| | | | | |
| | 2.0 Sidewalk Cleanliness | | | |
| | 2.1 Litter (1 = acceptably clean to 3 = very dirty) | <2.0 | 1.39 | 1.64 |
| | 2.2 Grime, leaks, spills (% of sidewalk free) | >90% | 96% | 90% |
| | 2.3 [Moved to become 3.0] | | | |
| | 2.4 Illegal dumping | - | 74% | 71% |
| | 2.5 [Replaced by 2.5.1 and 2.5.1] | | | |
| | 2.5.1 Feces, needles, condoms [new] | - | 58% | 55% |
| | 2.5.2 Broken glass [new] | - | 70% | 68% |
| * | 2.6 DPW odors [new] | - | 100% | 90% |
| | 2.7 Non-DPW odors [new] | - | 91% | 91% |
| | | | | |
| | 3.0 Graffiti - Average number of incidents per segment | | | |
| * | 3.1 DPW | 0 | 0.13 | 0.31 |
| | 3.2 Non-DPW public | 0 | 0.39 | 0.68 |
| | 3.3 Private | 0 | 0.09 | 0.56 |
| | 3.4 Sidewalk | 0 | 0.14 | 0.44 |
| | | | | |
| | 4.0 Trash Receptacles - % of receptacles meeting standards | | | |
| ^ | 4.1 Fullness | >90% | 97% | 95% |
| ^ | 4.2 Cleanliness of trash receptacles | >90% | 92% | 95% |
| ^ | 4.3 Cleanliness around trash receptacles | >90% | 77% | 82% |
| ^ | 4.4 Painting | >90% | 82% | 92% |
| ^ | 4.5 Structural integrity and function | >90% | 97% | 96% |
| ^ | 4.6 Doors | >90% | 95% | 92% |
| | | | | |
| | 5.0 Trees and Landscaping - % of trees meeting standards | | | |
| ^ | 5.1 Cleanliness | >90% | 72% | 52% |
| ^ | 5.2 Appearance | >90% | 93% | 96% |
| ^ | 5.3 Weediness | >90% | 79% | 95% |
| ^ | 5.4 Clearance | >90% | 97% | 98% |

Legend:

* SF Public Works holds cleaning or maintenance responsibility.

^ SF Public Works is responsible for some of the city's trash receptacles and trees. Others are maintained by private property owners or contractors. See Appendix G.

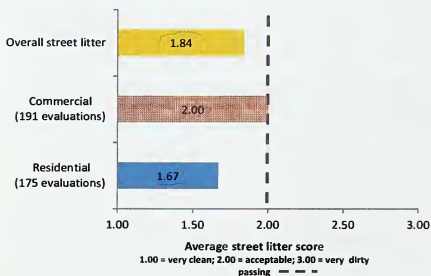
Cells highlighted in red mean the standard did not pass.

STANDARD 1.0 STREET CLEANLINESS

1.1 Street Litter

Routes are evaluated based on the presence of litter along the route. Examples of litter include food wrappings, cups, plastic bags, newspapers, feces, and abandoned appliances. Cigarette butts were not included.

Average street cleanliness scores passed the threshold level, “acceptable” (2.0), established by SF Public Works. Overall street litter scores fell between “acceptable” (2.0) and “very clean” (1.0), receiving an average score of 1.84. On average, commercial streets just missed the threshold of acceptable street cleanliness, while residential streets scored well above the threshold.



The overall average street litter score passes with an “acceptably clean” rating.

Dirtiest commercial streets

| Work Zone | Route | Score |
|-----------|-----------------------------------|-------|
| B | Market 2: 7th-11th | 2.93 |
| B | Larkin: O’Farrell - Sacramento | 2.89 |
| C | Fillmore I: Hayes, Laguna - Gough | 2.83 |

Dirtiest residential streets

| Work Zone | Route | Score |
|-----------|--------------------------------------|-------|
| E | Farallones St -- San Jose to Orizaba | 2.93 |
| A | Sutter St -- Jones To Larkin | 2.88 |
| A | Bush St -- Mason to Larkin | 2.85 |
| C | 03rd Ave: Hugo St - Irving St | 2.81 |
| E | Madrid St -- Silver Ave to Persia | 2.79 |

The chart above lists the five dirtiest residential streets, all with scores above 2.75.

Cleanest commercial streets

| Work Zone | Route | Score |
|-----------|---------------------------|-------|
| A | Justin Herman Plaza | 1.10 |
| E | 3rd St C: 23rd - Galvez | 1.10 |
| E | Ocean A: Phelan - Capitol | 1.00 |

The commercial streets with the highest and lowest average litter scores are displayed above. No street received the worst possible score of 3.00, while only one street received a perfect score of 1.00 (Ocean between Phelan & Capitol).

Cleanest residential streets

| Work Zone | Route | Score |
|-----------|---|-------|
| C | Cornwall St -- Arguello to 4th Ave | 1.00 |
| A | Lake St -- 23rd to 28th Ave | 1.00 |
| A | Baker St -- Green to Greenwich | 1.00 |
| F | 31st Ave -- Pacheco to Taraval | 1.00 |
| F | Magellan Ave -- Castenada to Montalvo | 1.00 |
| F | Saint Francis Blvd -- Junipero Serra to Santa Clara Ave | 1.00 |
| F | Ulloa St -- Laguna Honda Blvd to Dorchester Way | 1.00 |
| F | Joost Ave -- Lippard to Foerster | 1.00 |
| F | Sloat Blvd -- 20th to 25th Ave | 1.00 |

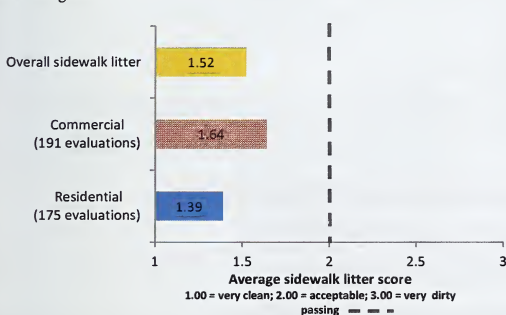
The chart above displays the nine residential streets that received all perfect scores (1.0) for street cleanliness.

STANDARD 2.0 SIDEWALK CLEANLINESS

2.1 Sidewalk Litter

Private property owners are responsible for sidewalk cleanliness in front of their property, except for curb ramps, sidewalks on SF Public Works-maintained public property, SF Public Works catch basins, and trash receptacles. Please refer to Appendix G for details.

Evaluators scored sidewalk cleanliness based on the presence of litter on the sidewalk along the route. Examples of common sidewalk litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, and loose gum.



The overall average sidewalk litter score passes with an "acceptably clean" rating.

Overall average sidewalk cleanliness scores passed the threshold level, "acceptable" (2.0), established by SF Public Works. Overall street litter scores fell between "acceptable" (2.0) and "very clean" (1.0), receiving an average score of 1.52. Generally, residential sidewalks scored higher than commercial sidewalks, with both falling within an acceptable level of cleanliness.

Dirtiest commercial sidewalks

| Work Zone | Route | Average litter score |
|-----------|------------------------------|----------------------|
| B | Taylor: Market to O'Farrell | 2.56 |
| A | Stockton: Green - Sacramento | 2.51 |
| D | 24th St. Bart | 2.50 |

Cleanest commercial sidewalks

| Work Zone | Route | Average litter score |
|-----------|-----------------------------------|----------------------|
| F | Noriega A: 19th - 25th | 1.08 |
| D | Van Ness 2: 22nd - 18th | 1.07 |
| C | Van Ness 5: Mission - Golden Gate | 1.06 |



The three commercial sidewalks with the highest and lowest average litter scores are displayed. No commercial sidewalk received a perfect score of 1.0 or the worst possible score of 3.0.

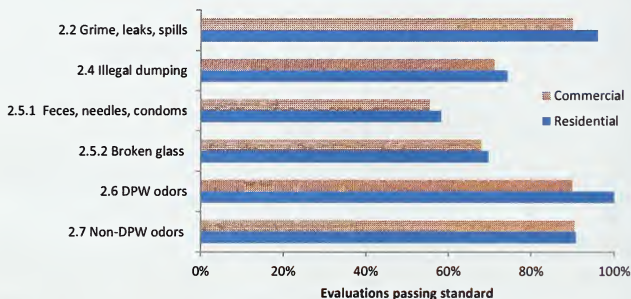
Dirtiest residential sidewalks

| Work Zone | Route | Average litter score |
|-----------|--------------------------------------|----------------------|
| C | Sutter St -- Jones To Larkin | 2.58 |
| F | Farallones St -- San Jose to Orizaba | 2.50 |
| F | Bush St -- Mason to Larkin | 2.43 |

The three residential sidewalks with the lowest average litter scores are displayed above. On the other hand, sixteen residential routes had perfect litter scores of "very clean" (1.0) each time they were evaluated.

ADDITIONAL SIDEWALK STANDARDS

In addition to sidewalk litter, a number of other factors determine sidewalk cleanliness levels: grime, leaks, spills, illegal dumping, feces, needles, and condoms, broken glass, and odors.



2.2 SIDEWALK GRIME, LEAKS, AND SPILLS

Grime, leaks, and spills include any removable material resulting in a difference in pavement surface color including paint, dried liquids, dirt, garbage leaks, or other substances resulting in wet, slippery, or sticky conditions.

Residential routes had an average score of 96%, while commercial routes missed the 90% threshold slightly.

Grime, Leaks, and Spills Standard

PASS = Sidewalk is at least 90% free of grime, leaks, and spills

Commercial sidewalks with lowest scores for grimes, leaks, and spills standard

| Work Zone | Route | % free of Grime, Leaks, & Spills |
|-----------|--------------------------------|----------------------------------|
| D | 16 th St. BART | 64% |
| B | Polk A: California - O'Farrell | 72% |
| D | 24th St. B: Folsom - Valencia | 73% |

Residential sidewalks with lowest scores for grimes, leaks, and spills standard

| Work Zone | Route | % free of Grime, Leaks, & Spills |
|-----------|----------------------------------|----------------------------------|
| D | 26th St -- Hampshire to Harrison | 76% |
| A | Sutter St -- Jones To Larkin | 85% |
| A | Bush St -- Mason to Larkin | 87% |



The routes above show the three lowest scores for all sidewalks evaluated.

2.4 ILLEGAL DUMPING

Illegal dumping includes abandoned items such as furniture and appliances found on sidewalks. There is zero tolerance for illegal dumping – 100% of sidewalks need to be free of illegal dumping to pass the standard.

Residential and commercial sidewalks had comparable scores for illegal dumping, with 74% and 71% of evaluations passing, respectively.

Of the 184 unique routes evaluated, only 14 routes failed the standard each time they were evaluated. These streets, many of them commercial routes, are listed below.

Sidewalks with lowest scores for illegal dumping standard

| Work Zone | Route type | Route |
|-----------|-------------|---|
| C | Residential | 20th Ave -- California to Cabrillo |
| C | Residential | 26th Ave -- Clement to Fulton |
| A | Commercial | Stockton: Green - Sacramento |
| A | Residential | Sacramento St -- Taylor to Polk |
| F | Commercial | Irving A: 19th Ave - 25th Ave |
| C | Residential | Central Ave -- Buena Vista West to Oak St |
| C | Commercial | Haight (Upper): Stanyan - Central |
| B | Commercial | Larkin: O'Farrell - Sacramento |
| B | Commercial | Hyde: Market - Taylor |
| B | Commercial | Jones: Market - O'Farrell |
| D | Commercial | Mission B: 18th - 22nd St. |
| E | Commercial | 3rd St B: Mariposa - 23rd |
| E | Residential | Silver Ave -- Mission Ave to Cambridge |
| E | Residential | Farallones St -- San Jose to Orizaba |



2.5.1 FECES, NEEDLES, CONDOMS, AND 2.5.2 BROKEN GLASS

There is zero tolerance for feces, needles, and condoms – 100% of sidewalks need to be free of these to pass the standard. Feces, needles, and condoms standard generally had the lowest overall score of all sidewalk standards, with only 58% of residential sidewalk evaluations and 55% of commercial sidewalk evaluations passing.

There is zero tolerance for broken glass – 100% of sidewalks need to be free of broken glass to pass the standard. Residential and commercial sidewalks had comparable scores, with 70% and 68% of evaluations passing, respectively.



2.6 SF PUBLIC WORKS ODORS AND 2.7 NON-SF PUBLIC WORKS ODORS

Offensive odors include sewage, odor from catch basins, human excrement related odors (feces and urine), and other significant unpleasant odors.

“SF Public Works Odors” are smells specifically related to Public Works’ assets such as city dumpsters, trash cans, street surfaces, and specific catch basins that have “Public Works” identification. “Non-SF Public Works Odors” include odors emanating from non-SF Public Works assets such as private trash cans and catch basins marked as “SFPUC”.

There is zero tolerance for both standards – 100% of sidewalks must be free of strong offensive odors.

Routes that did not pass odor standards

| Work Zone | Route | Standard failed twice | Route type |
|-----------|---|-----------------------|-------------|
| B | Taylor: Market to O'Farrell | SF Public Works | Commercial |
| B | Market 2: 7th-11th | SF Public Works | Commercial |
| D | Duboce: Valencia - Potrero | SF Public Works | Commercial |
| E | 3rd St E: Oakdale - Williams | SF Public Works | Commercial |
| A | Bush St -- Mason to Larkin | Non-SF Public Works | Residential |
| C | Central Ave -- Buena Vista West to Oak St | Non-SF Public Works | Residential |
| B | Natoma: 2nd - Fremont | Non-SF Public Works | Commercial |
| B | 6th St: Market - Folsom | Non-SF Public Works | Commercial |

The eight routes to the left failed either the SF Public Works or non-SF Public Works odor standard each time they were evaluated.

STANDARD 3.0 GRAFFITI

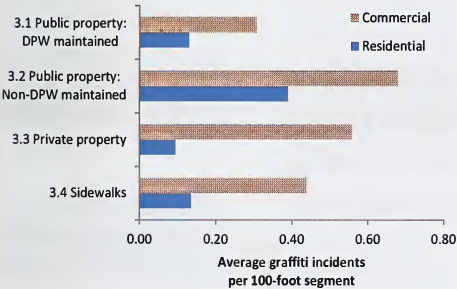
Graffiti includes stickers, paint, and pen markings. There is zero tolerance for graffiti – 100% of streets, sidewalks, and private and public structures/buildings visible from and immediately adjacent to the street must be free of graffiti to pass the standard.

Graffiti is scored separately according to the entity responsible for maintaining it (see Graffiti Types to the right). SF Public Works is responsible for mitigating graffiti on street surfaces, trash receptacles, and some trees.



GRAFFITI COUNTS

SF Public Works-maintained surfaces reported the lowest average graffiti counts, compared to private and Non-SF Public Works public property. The highest average graffiti counts were found on non-SF Public Works public property and were more than double the counts found on SF Public Works-maintained property.



Graffiti Types

Sidewalks:

Sidewalk surfaces, which are the responsibility of private property owners.

Public Property Maintained by SF Public Works:

Street surfaces and trash receptacles.

Public Property Not Maintained by SF Public Works:

Street signs, parking meters, mailboxes, bus stops, and most other public street property. SF Public Works will abate this graffiti and bill the other agency.

Private Property:

Storefronts, residential buildings, newspaper stands, and other non-sidewalk privately owned property. SF Public Works notifies property owners to abate graffiti on their property.

Graffiti Standard

PASS = Streets and adjacent areas are 100% free of graffiti

Commercial routes reported graffiti counts that were at least double the counts found on residential routes.

Commercial routes with highest counts of graffiti on SF Public Works-maintained public property

| Work Zone | Route | Graffiti counts per 100 feet |
|-----------|-----------------------------------|------------------------------|
| 5 | Fillmore I: Hayes, Laguna - Gough | 3.11 |
| 6 | Taylor: Market to O'Farrell | 2.75 |
| 9 | 24th B: Folsom - Valencia | 1.57 |

Fillmore Street reports highest graffiti count of all commercial routes.

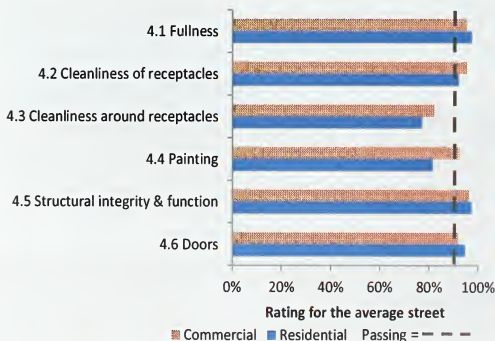
Residential routes with highest counts of graffiti on SF Public Works-maintained public property

| Work Zone | Route | Graffiti counts per 100 feet |
|-----------|---|------------------------------|
| 7 | Serrano Dr -- Cardenas to Arballo | 1.16 |
| 5 | 03rd Ave: Hugo St - Irving St | 0.87 |
| 5 | Central Ave -- Buena Vista West to Oak St | 0.50 |

Serrano Dr. reports highest graffiti count of all residential routes.

STANDARD 4.0 TRASH RECEPTACLES

The chart below shows average scores for each trash receptacle standard. Cleanliness around receptacles is the only standard that did not meet the 90% threshold for either commercial or residential routes. The painting standard under residential routes also did not meet that threshold. All other standards passed for both street types.



Two-thirds of evaluations on residential routes passed the combined standards, while just over half of evaluations on commercial routes passed.

Trash Receptacle Standards

PASS = 90% of trash receptacles on a route are free of the evaluated issue

STANDARD 5.0 TREES AND LANDSCAPING

Most street trees are the responsibility of fronting property owners, and SF Public Works maintains more than 35,000 street trees in San Francisco. This year, SF Public Works will begin to transfer maintenance responsibility for most of those trees to property owners, while retaining responsibility for trees in medians and other public property. This analysis does not distinguish between SF Public Works-maintained and privately maintained street trees.

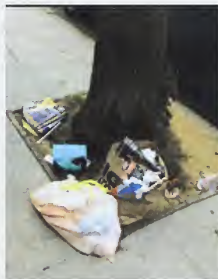
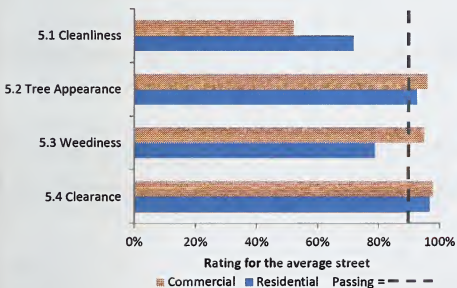
Common debris found in both residential and commercial routes were food wrappings, cigarette butts, plastic bags, and feces. Other examples of litter evaluated are gum, tissue paper, cups, and newspapers. Debris includes tree limbs, but excludes leaves. The standard is not met if any feces, needles, broken glass, or condoms are present.

As shown on the chart below, for cleanliness both commercial and residential trees failed to meet the 90% threshold.

For tree appearance, both commercial and residential trees passed the 90% threshold.

For weediness, the average commercial tree score exceeded the 90% threshold, while the average residential tree score did not.

For clearance, the average scores for both commercial and residential trees are nearly 100%.



LOWEST RATED ROUTES**Commercial routes that did not pass any tree and landscape standards**

| Work Zone | Route |
|-----------|---|
| C | Fillmore G: Golden Gate, Steiner - Laguna |
| A | Grant: Broadway - California |

Residential routes that did not pass any tree and landscape standards

| Work Zone | Route |
|-----------|---|
| C | Central Ave -- Buena Vista West to Oak St |
| E | Prague St -- Geneva to Pope |
| F | Santiago St -- 19th to 22nd Ave |

Five routes did not pass any of the four standards.

HIGHEST RATED ROUTES**Commercial routes with perfect scores for all tree and landscape standards**

| Work Zone | Route |
|-----------|-----------------------------------|
| C | Clement B: 5th - 10th Ave |
| C | Clement A: Arguello - 5th Ave |
| B | Natoma: 2nd - Fremont |
| C | Van Ness S: Mission - Golden Gate |

Residential routes with perfect scores for all tree and landscape standards

| Work Zone | Route |
|-----------|---|
| A | Baker St -- Green to Greenwich |
| F | Magellan Ave -- Castenada to Montalvo |
| F | Moncada Way -- Urbano Dr to Junipero Serra |
| F | Saint Francis Blvd -- Junipero Serra to Santa Clara Ave |
| F | Ulloa St -- Laguna Honda Blvd to Dorchester Way |

Nine routes listed above had perfect scores of 100% for all four standards.

RECOMMENDATIONS

1. Include street evaluation results in SF Public Works program planning and communication with external stakeholders

Street evaluation results should be used to inform management decisions and drive improvement over time. Future reports should break down scores by SF Public Works work area, and SF Public Works should use those scores for program planning and resource allocation decision-making.

Many of the issues addressed in the evaluation standards are not SF Public Works' direct responsibility. For example, private property owners are responsible for keeping sidewalks clean. In these instances, SF Public Works should share the evaluation results with appropriate external stakeholders to enhance cleanliness indirectly.

Street evaluation data should be combined with other city data sources via SF Public Works Stat meetings to get a comprehensive picture of street and sidewalk cleanliness and maintenance.

2. Assess the causes of most frequent problems and explore options to address them

Several standards stand out as areas of attention, including:

- 5.1 Tree cleanliness: commercial and residential routes
- 5.3 Tree weeds: residential routes
- 4.3 Cleanliness around trash receptacles: commercial and residential routes

SF Public Works currently manages a number of programs to address street and sidewalk cleanliness, including the issues above. These programs include:

- Community Clean Team
- Community Corridors Partnership Program
- Alleyway Pilot Program
- Outreach and Enforcement Team
- Adopt-A-Street Program

We recommend that SF Public Works analyze its programs in order to identify trends, root causes of identified issues, and opportunities to increase positive impact.

APPENDIX A: DETAILED METHODOLOGY

History & Methodology

In November 2003, San Francisco voters approved Proposition C (Charter Section F.102), requiring the City to establish performance standards for street and sidewalk maintenance. Accordingly, the Controller's Office and Department of Public Works (Public Works) created standards to evaluate five areas:

- (1) street cleanliness, (2) sidewalk cleanliness, (3) graffiti, (4) trash receptacles, and (5) trees and landscaping.

Routes throughout the city are generally evaluated twice per year, including routes in each of the six Public Works Work Zones and a combination of commercial and residential areas. During most evaluations, approximately five blocks on one side of the street are evaluated.

In past years, CSA and Public Works utilized its own staff to conduct the evaluations. Currently, JBR Partners (Contractor) conducts all evaluations.

During FY 2011-12, the Controller's Office and Public Works made changes to the standards based on the results of the Streets Perception Study (2011). Most notably, new standards for odors were added to the sidewalk cleanliness standards.

Evaluation Standards

The five evaluation categories are scored using one of the following metrics:

- 1 - 3 point system (where 1 = clean, <2 = passing, 3 = dirty)
- percentage (high % = clean)
- number of incidents (lower = better)

A detailed summary of each evaluation standard is provided at the end of this appendix.

Evaluation Timing

Prior to FY 2007-08, evaluations were conducted before and after street sweepings. Currently, evaluations have been conducted at the midpoint of a route's mechanical street sweeping schedule. For example, a route that is swept on Monday, Wednesday and Friday would be inspected on Tuesday or Thursday, and a route that is swept once a week on Tuesday morning would be inspected on a Friday afternoon. All evaluations occur weekdays between 8:00 a.m. and 5:00 p.m. to accommodate the staff's regular work hours.

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| Route Selection | <p>A total of 184 routes were selected by CSA, including residential and commercial streets throughout the six Public Works Work Zones. Each work zone includes between 18 to 39 routes, with an average of 31 routes evaluated per work zone. Each route is generally evaluated twice, resulting in 366 total evaluations. 52% of the routes were commercial routes and 48% were residential. Appendix E provides a full list of evaluated routes.</p> |
| Implementation and Analysis | <p>CSA and Public Works trained JBR on the revised standards. Trainers reviewed the Streets and Sidewalks Maintenance Standards Manual, conducted a joint evaluation, and ensured consistency of scores between evaluators. All analysis is conducted by JBR in coordination with CSA staff. Regular audits of data entry and weekly team meetings ensure accuracy.</p> |
| FY 2013-14 Evaluation Methodology Changes | <p>From 2003 – 2012, graffiti incidents were aggregated into the total for the block and each route received a graffiti block average. In FY 2013-14, graffiti totals reported are based on averages per 100-ft segment. Each block approximately has two to three 100 ft segments. The average makes a simplifying assumption that all blocks and routes are the same length. That is, blocks (and routes) of differing lengths are given equal weight in the averages.</p> |
| Quality Control | <p>Quality control evaluations help to ensure that the maintenance standards are applied consistently across all evaluations. The CSA program lead conducted two quality control evaluations in FY 2013-14. CSA and JBR conducted separate evaluations at the same time on the same route; both teams compared results.</p> <p>No major findings were noted from quality control evaluations conducted on the two CSA evaluations during FY 2013-14. Findings from future quality control evaluations will be used by Public Works and CSA to revise and clarify the standards, ensure proper evaluation training, and clarify the evaluation methodology.</p> |
| Reporting Major Incidents | <p>The FY 2007-08 annual report recommended that CSA inspectors routinely report major incidents observed during evaluations to 311¹, San Francisco's 24-hour customer service center, to improve the conditions of streets and sidewalks more directly and immediately. Major incidents may include excessive graffiti, illegal dumping, and an existing sidewalk condition such as a large crack, among others. In June of FY 2008-09, this process was implemented. The Contractor did not place any calls to 311 during FY 2013-14 evaluations.</p> |

¹ Information about San Francisco's 311 system is available at the following website: <http://www.sf311.org/>

APPENDIX B: EVALUATION STANDARDS DETAILED DESCRIPTION

| Standard Number | Standard Name | Standard Description |
|-----------------------------|----------------------------------|---|
| Street Cleanliness | | |
| 1.1 | Street Cleanliness | <p>Streets shall be free of litter and rated on a scale of 1.0 to 3.0. A final average rating less than 2.0 must be attained to meet the standard for the route. Each 100 linear curb feet ("segments") will be rated. Each block receives an average rating of the 100-foot segments, and all the blocks will be averaged for a final rating for the route.</p> <p>1.0 = Very clean - less than 5 pieces of litter per 100 curb feet examined</p> <p><2.0 = Acceptably clean (passing) - 5-15 pieces of litter per 100 curb feet examined</p> <p>3.0 = Very Dirty - over 15 pieces of litter per 100 curb feet examined</p> <p>Litter Definition: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, needles, feces, furniture, cars and abandoned appliances. Excludes cigarette butts.</p> |
| Sidewalk Cleanliness | | |
| 2.1 | Sidewalks - Litter | <p>Sidewalks shall be free of litter and debris, and will be rated on a scale of 1.0 to 3.0. A final rating under 2.0 must be attained to meet the standard. Each 100 linear curb feet ("segments") will be rated. Each block receives an average rating of the 100-foot segments, and all blocks will be averaged for a final rating for the route.</p> <p>1.0 = Very clean - less than 5 pieces of litter per 100 curb feet examined. Evaluator notes if standard not met due to cigarette butts. Evaluator notes if segment adjacent to sidewalk is a City building or facility.</p> <p><2.0 = Acceptably clean - 5-15 pieces of litter per 100 curb feet examined.</p> <p>3.0 = Very dirty - over 15 pieces of litter per 100 curb feet examined.</p> <p>Litter definition: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, and loose gum.</p> |
| 2.2 | Sidewalks - Grime, Leaks, Spills | <p>90% of sidewalks immediately adjacent to the street in the observed are free of grime, leaks, and spills. Each 100 linear curb feet ("segments") will be rated by a % meeting the standard. Each block receives an average rating of the 100-foot segments, and all blocks will be averaged for a final rating for the route.</p> <p>Definition: Grime, leaks, and spills include any removable material resulting in a difference in pavement surface color. Includes paint, dried liquids, dirt, garbage</p> |

| | | |
|----------------|----------------------------|--|
| | | leaks, or other substances resulting in wet, slippery, or sticky conditions. Does not include graffiti (see standard 2.3), painted markers for utility use, nor intentional painting of the sidewalk surface. Does not include differences in cement color. |
| 2.3 | Grffiti | <i>This standard was moved to 3.4 Graffiti.</i> |
| 2.4 | Illegal Dumping | 100% of sidewalks are free of illegally dumped items (furniture, appliances, car parts, etc.), except items labeled for SF Public Works Bulk Item Collection ("BIC"). |
| 2.5.1 | Feces, Needles, Condoms | 100% of sidewalks are free from feces, needles, or open/used condoms. |
| 2.5.2 | Broken Glass | 100% of sidewalks are free from broken glass. |
| 2.6 | SF Public Works Odors | 100% of block is free of strong offensive odors from SF Public Works sources. Offensive odors include, sewage, odor from catch basins, human excrement related odors (feces and urine), and other significant unpleasant odors. Check box on evaluation worksheet indicates presence of human-related odors from feces or urine. SF Public Works sources include city dumpsters, sidewalks, street surfaces, bus stops, and specific catch basins. |
| 2.7 | Non-SF Public Works Odors | 100% of block is free of strong offensive odors from non-SF Public Works sources, including private trash cans and SFPUC catch basins. |
| Grffiti | | |
| 3.1 and 3.2 | Grffiti - Public Property | <p>100% of the streets and sidewalks, public structures and public buildings visible from and immediately adjacent to the street are free of graffiti. Count the # of incidents of graffiti. The total number of incidents will be aggregated into the total for the block and the route. Blocks included in sample can be averaged for a block average</p> <p>Grffiti includes stickers, paint, and pen markings, but not etchings. Street graffiti does not include painted street utility markings.</p> <p>SF Public Works property included street surfaces and trash receptacles. Non-SF Public Works public property includes all other public agency structures, including street posts, lamps, mailboxes, meters, signal boxes, etc.</p> |
| 3.3 | Grffiti - Private Property | 100% of private sidewalks, structures, and buildings visible from and immediately adjacent to the street are free of graffiti. The total number of incidents will be aggregated into the total for the block and the route. Blocks included in sample can be averaged for a block average. |
| 3.4 | Grffiti - Sidewalks | 100% of sidewalks are free from graffiti (paint, pen markings, stickers). Does not include painted utility markings or chalk. |

| Trash Receptacles | | |
|-----------------------|--------------------------------------|--|
| 4.1 | Fullness | Trash receptacle is not overflowing (over the top of the receptacle). |
| 4.2 | Cleanliness of trash receptacle | Trash receptacle is clean. Note: If graffiti is found, incidents noted in Standard 3.1 |
| 4.3 | Cleanliness around trash receptacles | Immediate area surrounding the trash receptacle is free of litter, debris, illegal dumping, spills, or leakage. 5 pieces of litter or more is unacceptable. Notes: Examples of litter include tissue paper, food wrappings, cups, plastic bags, newspapers, cigarette butts, furniture, car parts and abandoned appliances Examples of debris include limbs and rocks. |
| 4.4 | Painting | Receptacle has uniform coat of paint and is not peeling on 90% of the surface, where applicable. |
| 4.5 | Structure Integrity & function | Trash receptacle is free of large cracks or damage that effect its use. |
| 4.6 | Doors | Doors on trash receptacles are closed and secured. |
| Trees and Landscaping | | |
| 5.1 | Cleanliness | Trees, tree wells, and planters shall be free of litter and debris. No more than 3 total pieces of litter or debris can be visible per tree well and planter observed, and 90% of tree wells/planters must comply to meet standard. Trees, tree wells, and tree planters in each 100 linear curb feet ("segments") will be rated. Litter definition: Examples of litter include cigarette butts, gum, tissue paper, food wrappings, cups, plastic bags, newspapers, needles, feces. Examples of debris include limbs. Leaves are excluded. The standard is not met if feces, needles, broken glass, or condoms are present in the tree well/planter. |
| 5.2 | Tree Appearance | All trees are alive, and 90% of trees have no hanging limbs and are free of damage. Trees in each 100 linear curb feet ("segments") will be rated. Note: The standard is not met if any tree is dead. A tree stump or empty tree well counts as a dead tree. |
| 5.3 | Weeds | 90% or more of all tree wells and planters are free of weeds and vines. |
| 5.4 | Clearance | Limbs and foliage are maintained with an 8-foot vertical clearance for pedestrians over the sidewalk and 14-foot vertical clearance over the street. Note: Exceptions are made for newly planted street trees that are too small to meet clearance requirements yet do not impede pedestrian or vehicular traffic. |

APPENDIX C: SAMPLE EVALUATION FORM

Streets and Sidewalks Cleanliness Standards Evaluation • Worksheet
Block summary worksheet

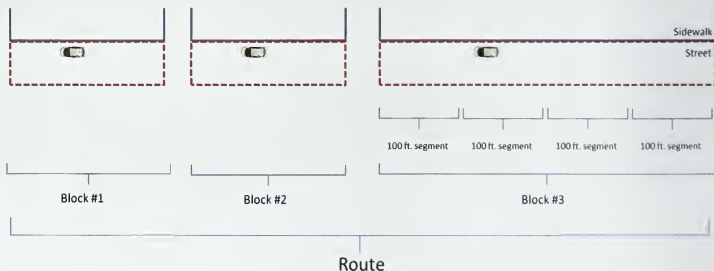
Block # 1

| Name of Evaluator: <u>HHH/HHH</u> | | Enter start and end time on route summary page: <u>11:20-13:00</u> | | Street: <u>3rd</u> | | Comments | |
|--|--|--|--|---------------------------|--|------------------------------|--|
| Date of Evaluation: <u>11-2-13</u> | | Enter the side of the street on route summary page: <u>left</u> | | X-Streets: <u>CHARTER</u> | | | |
| Sweeping Day(s): <u>gpc</u> | | Enter the side of the street on route summary page: <u>gpc</u> | | | | | |
| Sweeping Time(s): | | 100-foot Segments | | 1 | | 2 | |
| | | 1 | | 2 | | Sum/ # of Segments for Block | |
| | | 1 | | 2 | | Block Avg | |
| <p>Instructions: Most parking meters are approximately 20 feet apart. 5 parking meters = one 100 curb feet "segment."</p> | | | | | | | |
| <p>1.0 Street Cleanliness</p> <p>1.1 Score (1.0, 2.0, or 3.0 score)</p> <p>1 1 1 2 2</p> | | | | | | | |
| <p>2.0 Sidewalk Cleanliness</p> <p>2.1 Litter (1.0, 2.0, or 3.0 score)</p> <p>1 1 1 2 2</p> | | | | | | | |
| <p>2.2 Grime, Leaks, Spills (% of sidewalk width)</p> <p>100% 100% 100% 100% 100%</p> | | | | | | | |
| <p>2.3 Graffiti (if on sidewalk) (moved to 3.4)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>2.4 Illegal Dumping (VIN, where Y=None)</p> <p>Y Y Y Y Y</p> | | | | | | | |
| <p>2.5.1 Feces, Needles, Condoms (Y/N, where Y=None)</p> <p>Y Y Y Y Y</p> | | | | | | | |
| <p>2.5.2 Broken Glass (Y/N, where Y=None)</p> <p>Y Y Y Y Y</p> | | | | | | | |
| <p>2.6 Odors (DPW)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>2.7 Odors (non-DPW)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>3.0 Graffiti</p> <p>3.1 Public (DPW)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>3.2 Public (non-DPW)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>3.3 Private (Please indicate nearest address on attached work sheet)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>3.4 Sidewalk (if on sidewalk, embassy 2.3)</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.0 Trash Receptacles</p> <p>Use Full Sheet, if necessary.</p> <p>4.1 Fullness</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.2 Cleanliness of trash receptacles</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.3 Cleanliness around trash receptacles</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.4 Painting</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.5 Structural integrity & function</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>4.6 Doors</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>5.0 Trees and Landscaping</p> <p>Use Full Sheet, if necessary.</p> <p>5.1 Cleanliness</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>5.2 Tree Appearance</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>5.3 Weeds/Insects</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>5.4 Clearance</p> <p>0 0 0 0 0</p> | | | | | | | |
| <p>Please note primary sources of litter, etc.</p> <p><input type="checkbox"/> cigarette butts** <input type="checkbox"/> litter, etc.</p> <p><u>4th floor bag 2 weeks ago trash.</u></p> <p><u>3rd bag 3rd floor weeks ago trash.</u></p> <p><u>4th bag 4th floor</u></p> | | | | | | | |

** Please note presence of cigarette butts, but do not include cigarette butts as part of Street Cleanliness Standard. Note specific conditions that adversely affect rating, e.g. presence of restaurant or bar. If illegal dumping, please note presence of BIC sector.

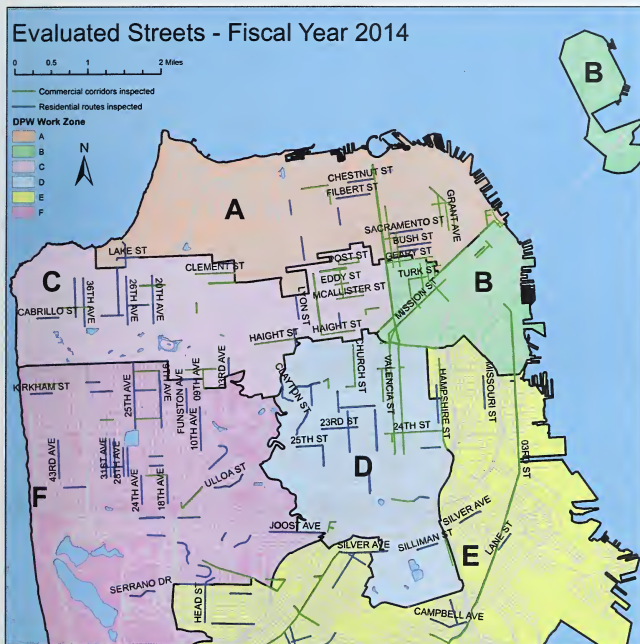
APPENDIX D: Evaluation Route Diagram

An evaluation route is generally made up of 5 contiguous city blocks. Each block is broken down into 100-foot segments for evaluation purposes. One side of the street and sidewalk (from the sidewalk edge to the median of the street) is evaluated for each route, with Standard 1.0 Street Cleanliness evaluated on the street (roadway), Standard 3.0 Graffiti evaluated on both the street and sidewalk, and Standards 2.0 Sidewalk Cleanliness, 4.0 Trash Receptacles, and 5.0 Trees/Landscaping evaluated on the sidewalk.



APPENDIX E: SF Public Works Work Zone Map

The map below outlines each of the six SF Public Works Work Zones with the specific commercial and residential routes evaluated in FY14.



APPENDIX F: EVALUATION ROUTES

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|--------------------------------|----------------------|----------------------|
| A | Commercial | Broadway St | Powell St | Kearny St |
| A | Commercial | California St | Hyde St | Larkin St |
| A | Commercial | Chestnut St | Fillmore St | Divisadero St |
| A | Commercial | Columbus Ave | Powell St | Pacific Ave |
| A | Commercial | Drumm St | Market St | Washington St |
| A | Commercial | Ellis St, Mason St | Market St | Powell St |
| A | Commercial | Fillmore St | Lombard St | Union St |
| A | Commercial | Geary St | Mason St | Van Ness Ave |
| A | Commercial | Grant Ave | Broadway St | California St |
| A | Commercial | Justin Herman Plaza | Market St | Mission St |
| A | Commercial | Kearny St | Columbus Ave | California St |
| A | Commercial | Polk St | California St | Vallejo St |
| A | Commercial | Stockton St | Green St | Sacramento St |
| A | Commercial | Van Ness Ave | Broadway St | Greenwich St |
| A | Commercial | Van Ness Ave | Bush St | Broadway St |
| A | Commercial | Van Ness Ave | Greenwich St | North Point St |
| A | Residential | Baker St | Green St | Greenwich St |
| A | Residential | Broderick St | Bush St | Washington St |
| A | Residential | Bush St | Mason St | Larkin St |
| A | Residential | Chestnut St | Van Ness Ave | Laguna St |
| A | Residential | Filbert St | Franklin St | Webster St |
| A | Residential | Lake St | 23 rd Ave | 28 th Ave |
| A | Residential | Sacramento St | Taylor St | Polk St |
| A | Residential | Sutter St | Jones St | Larkin St |
| A | Residential | Webster St | Bromley Pl | Green St |
| B | Commercial | O3rd St | Ballpark | Mariposa St |
| B | Commercial | O6th St | Market St | Folsom St |
| B | Commercial | O7th St, O8th St, Market St | Market St | Mission St |
| B | Commercial | Fremont St | Mission St | Transbay Hump |
| B | Commercial | Jones St | Market St | O'Farrell St |
| B | Commercial | Larkin St | O'Farrell St | Sacramento St |
| B | Commercial | Market St | 11th St | Valencia St |
| B | Commercial | Market St | 3rd St | 6th St |
| B | Commercial | Market St | Steuart St | Spear St |

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|-------------------------------------|----------------------|----------------------|
| B | Commercial | Minna St | 2nd St | Fremont St |
| B | Commercial | Mission St | 5th St | 11th St |
| B | Commercial | Mission St, Otis St | 10th St | Otis/13th St |
| B | Commercial | Natoma St | 2nd St | Fremont St |
| B | Commercial | Polk St | California St | O'Farrell St |
| B | Commercial | South Van Ness Ave | 18th St | Mission St |
| B | Commercial | Taylor St | Market St | O'Farrell St |
| B | Commercial | Turk St, Hyde St | Taylor St | Hyde St |
| C | Commercial | Balboa St | 42 nd Ave | 34 th Ave |
| C | Commercial | Clement St | 5 th Ave | 10 th Ave |
| C | Commercial | Clement St | Arguello Blvd | 5 th Ave |
| C | Commercial | Divisadero St | Geary Blvd | McAllister St |
| C | Commercial | Divisadero St | Haight St | McAllister St |
| C | Commercial | Eddy St, Fillmore St | Fillmore St | Steiner St |
| C | Commercial | Eddy St, Fillmore St | Webster St | Fillmore St |
| C | Commercial | Geary Blvd | 17 th Ave | 24 th Ave |
| C | Commercial | Geary Blvd | Arguello Blvd | 7 th Ave |
| C | Commercial | Geary Blvd | Scott St | Webster St |
| C | Commercial | Golden Gate Ave | Steiner St | Laguna St |
| C | Commercial | Haight St | Stanyan St | Central Ave |
| C | Commercial | Haight St | Webster St | Divisadero St |
| C | Commercial | Hayes St, Laguna St | Laguna St | Gough St |
| C | Commercial | Irving St | 6th Ave | Funston Ave |
| C | Commercial | Laguna St, Post St | Buchanan St | Webster St |
| C | Commercial | McAllister St | Steiner St | Laguna St |
| C | Commercial | O'Farrell St | Fillmore St | Steiner St |
| C | Commercial | South Van Ness Ave, Van Ness Ave | Mission St | Golden Gate Ave |
| C | Commercial | Sutter St, Fillmore St | Laguna St | Fillmore St |
| C | Commercial | Van Ness Ave | Golden Gate Ave | Bush St |
| C | Residential | 03rd Ave | Lincoln Way | Parnassus Ave |
| C | Residential | 20th Ave | California St | Cabrillo St |
| C | Residential | 26th Ave | Clement St | Fulton St |
| C | Residential | 26th Ave | Seacliff Ave | California St |
| C | Residential | 28th Ave | California St | Cabrillo St |
| C | Residential | 36th Ave | Clement St | Fulton St |
| C | Residential | 38th Ave | Clement St | Cabrillo St |
| C | Residential | Balboa St | 21 st Ave | 26 th Ave |

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|-------------------------------------|----------------------|----------------------|
| C | Residential | Cabrillo St | 27 th Ave | 32nd Ave |
| C | Residential | Cabrillo St | 42 nd Ave | 47 th Ave |
| C | Residential | Central Ave | Buena Vista Ave West | Oak St |
| C | Residential | Cornwall St | Arguello Blvd | 4 th Ave |
| C | Residential | Judah St | 10th Ave | 15th Ave |
| C | Residential | Lyon St | Hayes St | Turk St |
| C | Residential | Steiner St | Page St | Hayes St |
| D | Commercial | 13th St, Division St, Duboce Ave | Valencia St | Potrero Ave |
| D | Commercial | 16th St, Hoff St | Capp St | Mission St |
| D | Commercial | 16th St, Valencia St | Valencia St | Folsom St |
| D | Commercial | 18th St, Church St | Duboce Ave | 18th St |
| D | Commercial | 24th St | Folsom St | Valencia St |
| D | Commercial | 24th St | Potrero Ave | Folsom St |
| D | Commercial | 24th St, Osage Aly | Capp St | Lilac St |
| D | Commercial | Castro St | Market St | 18th St |
| D | Commercial | Cortland Ave | Folsom St | Bocanna St |
| D | Commercial | Mission St | 18th St | 13th St |
| D | Commercial | Mission St | 18th St | 22nd St |
| D | Commercial | Mission St | 22nd St | Cesar Chavez St |
| D | Commercial | San Bruno Ave | Silver Ave | Wayland St |
| D | Commercial | South Van Ness Ave | 22nd St | 18th St |
| D | Commercial | South Van Ness Ave | Cesar Chavez St | 22nd St |
| D | Commercial | Valencia St | 16th St | 20th St |
| D | Residential | 23rd St | Church St | Diamond St |
| D | Residential | 25th St | Diamond St | Grand View Ave |
| D | Residential | 25th St | Diamond St | Grand View Ave |
| D | Residential | 26th St | Hampshire St | Harrison St |
| D | Residential | Clayton St | 17th St | Market St |
| D | Residential | Cortland Ave | Folsom St | Bradford St |
| D | Residential | Diamond St | 25th St | Duncan St |
| D | Residential | Dolores St | 27th St | San Jose Ave |
| D | Residential | Douglass St | Market St | 20th St |
| D | Residential | Grand View Ave | Romain St | Elizabeth St |
| D | Residential | Guerrero St | 21st St | 26th St |
| D | Residential | Hampshire St | 18th St | 23rd St |
| D | Residential | Liberty St | Guerrero St | Rayburn St |
| D | Residential | Market St | Diamond St | 18th St |

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|--------------------------------------|-------------------|-----------------|
| D | Residential | Noe St | Hancock St | 21st St |
| D | Residential | Sanchez St | 21st St | 26th St |
| D | Residential | Silliman St | Brussels St | Bowdoin St |
| E | Commercial | 03rd St | 23rd St | Galvez Ave |
| E | Commercial | 03rd St | Galvez Ave | Oakdale Ave |
| E | Commercial | 03rd St | Mariposa St | 23rd St |
| E | Commercial | 03rd St | Oakdale Ave | Williams Ave |
| E | Commercial | 03rd St | Williams Ave | Key Ave |
| E | Commercial | 03rd St, Bay Shore Blvd | Key/San Bruno Ave | Sunnydale Ave |
| E | Commercial | Geneva Ave, Naples St | Alemanly Blvd | Naples St |
| E | Commercial | Leland Ave | Bayshore Blvd | Cora St |
| E | Commercial | Mission St | Footo Ave | Lawrence Ave |
| E | Commercial | Mission St | France Ave | Rolph St |
| E | Commercial | Mission St | Rolph St | Footo Ave |
| E | Commercial | Mission St | Silver Ave | Harrington St |
| E | Commercial | Mission St, Ocean Ave, Persia Ave | Harrington St | France Ave |
| E | Commercial | Ocean Ave | Phelan Ave | Capitol Ave |
| E | Commercial | Potrero Ave | 15th St | 20th St |
| E | Commercial | Potrero Ave | 20th St | Cesar Chavez St |
| E | Residential | Brunswick St | Newton St | Florentine St |
| E | Residential | Campbell Ave | San Bruno Ave | Delta St |
| E | Residential | Concord St | Mission St | Hanover St |
| E | Residential | Farallones St | San Jose Ave | Orizaba Ave |
| E | Residential | Goettingen St | Ordway St | Campbell Ave |
| E | Residential | Grafton Ave | Harold Ave | Miramar Ave |
| E | Residential | Guttenberg St | Mission St | Hanover St |
| E | Residential | Head St | Randolph St | Ashton Ave |
| E | Residential | Holloway Ave | Bright St | Monticello St |
| E | Residential | Lane St | Palou Ave | Underwood Ave |
| E | Residential | Madrid St | Silver Ave | Persia Ave |
| E | Residential | Missouri St | Mariposa St | 22nd St |
| E | Residential | Peru Ave | Libson St | Athens St |
| E | Residential | Prague St | Geneva St | Pope St |
| E | Residential | Silver Ave | Mission Ave | Cambridge St |
| E | Residential | Silver Ave | Mission St | Cambridge St |
| E | Residential | Silver Ave | Santa Fe Ave | Quint St |

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|---|---------------------|---------------------|
| F | Commercial | Bosworth St, Chenery St, Diamond St | I-280 S On Ramp | Diamond St |
| F | Commercial | Geneva Ave, Ocean Ave, San Jose Ave | Louisburg St | I-280 S Off Ramp |
| F | Commercial | Irving St | 19th Ave | 25th Ave |
| F | Commercial | Judah St | 42nd Ave | 48th Ave |
| F | Commercial | Noriega St | 19th Ave | 25th Ave |
| F | Commercial | Noriega St | 30th Ave | 33rd Ave |
| F | Commercial | Ocean Ave | Capitol Ave | Manor Dr |
| F | Commercial | Taraval St | 18th Ave | 23rd Ave |
| F | Commercial | West Portal Ave | Ulloa St | 15th Ave |
| F | Residential | 10th Ave | Lawton St | Quintara St |
| F | Residential | 10th Ave | Moraga St | Mendoza Ave |
| F | Residential | 18th Ave | Taraval St | Wawona St |
| F | Residential | 19th Ave | Irving St | Noriega St |
| F | Residential | 24th Ave | Taraval St | Wawona St |
| F | Residential | 25th Ave | Lawton St | Ortega St |
| F | Residential | 25th Ave | Lincoln Way | Lawton St |
| F | Residential | 27th Ave | Quintara St | Taraval St |
| F | Residential | 28th Ave | Quintara St | Taraval St |
| F | Residential | 30th Ave | Pacheco St | Taraval St |
| F | Residential | 31st Ave | Pacheco St | Taraval St |
| F | Residential | 32nd Ave | Pacheco St | Taraval St |
| F | Residential | 43rd Ave | Pacheco St | Taraval St |
| F | Residential | Eucalyptus Dr | 19th Ave | 23rd Ave |
| F | Residential | Funston Ave | Kirkham St | Noriega St |
| F | Residential | Joost Ave | Lippard Ave | Forester St |
| F | Residential | Judah St | 33rd Ave | 36th Ave |
| F | Residential | Kirkham St | 20th Ave | 25th Ave |
| F | Residential | Kirkham St | 30th Ave | 35th Ave |
| F | Residential | Kirkham St | 44th Ave | Great Hwy |
| F | Residential | Magellan Ave | Castenada Ave | Montalvo Ave |
| F | Residential | Moncada Way | Urbano Dr | Junipero Serra Blvd |
| F | Residential | Montecito Ave | Monterey Blvd | Eastwood Dr |
| F | Residential | Rivera St | 19th Ave | 22nd Ave |
| F | Residential | Saint Francis Blvd | Junipero Serra Blvd | Santa Clara Ave |
| F | Residential | Santiago St | 19th Ave | 22nd Ave |
| F | Residential | Santiago St | 28th Ave | 33rd Ave |

| Public Works Work Zone | Type | Corridor | Begin Street | End Street |
|---------------------------|-------------|------------|-------------------|----------------|
| F | Residential | Serrano Dr | Cardenas Ave | Arballo Dr |
| F | Residential | Sloat Blvd | 20th Ave | 25th Ave |
| F | Residential | Ulloa St | 37th Ave | 42nd Ave |
| F | Residential | Ulloa St | Laguna Honda Blvd | Dorchester Way |
| F | Residential | Urbano Dr | Corona St | Corona Court |

APPENDIX G: SF Public Works Maintenance Responsibilities

Not all evaluated elements are the responsibility of the Department of Public Works to maintain. In general, SF Public Works' maintenance responsibilities are "curb-to-curb," while sidewalk maintenance is the responsibility of private property owners.

| | SF Public Works responsible | Private property owners responsible | Other public agencies responsible |
|-------------------|---|---|---|
| STREETS | Litter and maintenance issues are SF Public Works' responsibility "curb to curb." SF Public Works performs street sweeping operations to keep street surfaces clean and repairs potholes and other damage to road surfaces. | -- | -- |
| SIDEWALKS | Responsible for curb ramps and odors emanating from SF Public Works-maintained assets. | City sidewalks are private property and the responsibility of fronting property owners. Illegal sidewalk dumping is the responsibility of property owners. SF Public Works notifies property owners if repairs are needed; if property owners fail to make repairs, SF Public Works repairs sidewalks and bills owners. | Light poles, traffic signs, signal boxes, retaining walls, and other public property on the sidewalk are maintained by other public agencies (e.g., BART, MTA, or PUC). |
| GRAFFITI | Responsible for graffiti removal on trash receptacles and street surfaces. | Graffiti on sidewalk surfaces and other private property (e.g., newspaper stands) is the responsibility of the property owner. If SF Public Works finds this graffiti, they will send a notice to the property owner, who must clean the graffiti or face blight penalties. | If SF Public Works finds graffiti on non-SF Public Works public property, they remove the graffiti and bill the appropriate city agency. |
| TRASH RECEPTACLES | SF Public Works owns the city's trash receptacles. Some are cleaned and maintained directly by SF Public Works, while others are maintained by an independent contractor (Recology). | Private trash bins are not evaluated. | -- |
| TREES | SF Public Works currently maintains about one-third of the city's street trees. Most of those will be transferred to private property owners over the next seven years. SF Public Works will maintain responsibility for trees on medians and on public property. This evaluation treats all trees as SF Public Works property. | In general, private property owners are responsible for street trees. SF Public Works has set up a hotline at (415) 554-7336 to inquire about maintenance responsibility for a street tree. | -- |

APPENDIX H: SF PUBLIC WORKS MAINTENANCE PROGRAMS

SF Public Works manages a variety of programs to improve street and sidewalk cleanliness through maintenance, outreach, enforcement, and community partnerships.

Adopt-A-Street Program The Adopt-A-Street Program is a partnership between the City and its merchants and residents. Groups or individuals agree to adopt an area and take responsibility for keeping the street, sidewalk, and storm drain clean. In return, Public Works provides free street cleaning supplies, and litter and compostable leaf bag pickup. The program aims to strengthen community ties as well as create a cleaner, more pleasant environment.

Alleyway Pilot Program Since 2013, the Public Works Alleyway Program has sent two special Alleyway Crews, escorted by police officers, to hot spot streets around the City. This pilot program selected streets in Zones B and D with a high volume of 311 requests for cleaning of accumulated trash, needles, and human waste.

Community Clean Team Public Works' primary volunteer program, Community Clean Team brings together nearly 1800 volunteers annually from multiple city departments, local businesses, and schools to clean merchant corridors, schools, open spaces, and parks. Last year, the program cleaned 36,000 square feet of graffiti and collected 76 tons of garbage, 110 tons of recyclables, and 17 tons of organic waste.

Corridors Program The Community Corridors Partnership Program began in 2006 to address cleaning and greening needs along San Francisco's busiest commercial corridors. As part of the Corridors Program, local residents are hired and trained through the Public Works Workforce Development Program. These Ambassadors help preserve cleaning services along 700 blocks of San Francisco's busiest commercial corridors by helping sweep sidewalks, remove graffiti, identify and report deficiencies, and landscape public spaces and tree basins.

Giant Sweep A citywide anti-litter campaign in partnership with the San Francisco Giants, Giant Sweep uses volunteer activities and public education to bolster civic pride and keep San Francisco beautiful. Since its debut in February 2013, Giant Sweep has logged over 70,000 volunteer hours and gathered over 35,000 pledges to keep San Francisco's streets, parks, and buses free of litter and graffiti. Activities include neighborhood cleanups, tabling at community fairs and Giants games, and advertising on billboards, bus shelters and television.

Outreach and Enforcement

Public Works' Outreach and Enforcement Team is responsible for both educating the public about their rights and responsibilities regarding street and sidewalk cleanliness and enforcing City codes to meet sanitation standards. Assigned to geographic zones, team members attend community meetings, investigate complaints, enforce city codes through foot inspections and citations, and resolve issues of public concern. The team also supports other Public Works programs.

Street Parks

Street Parks is a partnership between Public Works, the San Francisco Parks Alliance and the residents of San Francisco to develop community managed gardens on public rights of way. The Street Parks program transforms vacant lots into gardens, trash and illegal dumping spots into greenery, and hillsides into parks. Since the program's inception in 2004, 120 street parks have been established.

APPENDIX I: STATUS OF PREVIOUS RECOMMENDATIONS

The chart below lists recommendations from the FY10 Annual Report and actions taken towards implementing them.

| FY10 Recommendations | Actions Taken Towards Implementation |
|--|--|
| 1. Revise and clarify inspections standards and methodology <i>a. Conduct Street and Sidewalk Perception Study</i> | <p>The Street and Sidewalk Perception Study was published in May 2011. The study informed changes to the standards, notably the addition of two standards to evaluate sidewalk odor.</p> |
| <i>b. Clarify ambiguous standard descriptions</i> | <p>Sidewalk graffiti standard was consolidated in the graffiti standard group.</p> |
| <i>c. Revise route sampling and midpoint methodologies</i> | <p>A new set of routes were chosen for inspection in the next three year contracted evaluation cycle, with equal numbers of residential and commercial streets. The evaluation schedule was revised, so that evaluations are now conducted at the midpoint of a street sweeping schedule. Details can be found in Appendix F.</p> |
| 2. Combine various sources of data to understand what is driving positive changes | <p>Public Works uses various data sources and venues to inform management decisions:</p> <ul style="list-style-type: none"> • Monthly citation reports discussed with zone supervisors • Monthly meetings on 311 response times • Service prioritization from Department of Environment Litter Audits • Tonnage report tracking used to adapt levels of service • Weekly input meetings from Public Works street cleaning crews |



